

Unit Leadership Program Menu of Solutions Template

Solution Title: General Krulak's "Three Vignette's on Character"

Summary: General Krulak's discussion on Character and Leadership at the 2003 Ethics Forum held on board the Coast Guard Academy.

Competency Link(s): DVD covers vast majority of the Leadership Competencies, but the Vignette's are broken down into specifics competencies as follows:

Vignette 1: Accountability and Responsibility
Respect for Others and Diversity Management

Vignette 2: Taking Care of People
Team Building

Vignette 3: Aligning Values
Personal Conduct

Solution Type:	Training	X	Non Training Solution
Cost of Item:	Free		
Time required to conduct:	Total video is over 1 hour, but the DVD is broken into segments and the three major ones which can be covered in approximately 30 minutes each		
Resources needed to conduct:	Contact LDC ULDP Point of Contact to obtain a copy of the DVD. The Lesson Plan is attached below		

Is this item presented elsewhere in the Coast Guard (LAMS, CPOA, OCS, etc)?

Yes

No

X

Comments: Lesson Plan and DVD are available from the Leadership Development Center at 860-701-6371.

Unit Leadership Program
Facilitator Guide

Topic	Movie and Discussion
Book / Article	General Krulak Discussion on Character and Leadership
Source	General Krulak's discussion on Character and Leadership at the 2003 Ethics Forum held on board the Coast Guard Academy.
Cost	Free – shipped from the Leadership Development Center
Time	Overall running time is approximately 90 minutes. The video is broken into three short vignettes and one final wrap up discussion. The three vignettes run from 13 minutes to 25 minutes and the wrap up takes 10 minutes. Recommend taking this video in three parts with a short discussion after each vignette
Description	<p>General Krulak was the Commandant of the Marine Corps and served multiple tours in Viet Nam. The entire discussion focuses on three key points:</p> <ol style="list-style-type: none"> 1. Selflessness 2. Moral Courage 3. Integrity <p>General Krulak does an exceptional job of telling three stories regarding his experiences in Viet Nam and sums them up with the three points noted above, points General Krulak states are critical to developing leaders of character.</p>
Competencies Covered	<p>DVD covers vast majority of the Leadership Competencies, but the Vignette's are broken down into specifics competencies as follows:</p> <p>Vignette 1: Accountability and Responsibility Respect for Others and Diversity Management</p> <p>Vignette 2: Taking Care of People Team Building</p> <p>Vignette 3: Aligning Values Personal Conduct</p>

Facilitator Guide

Recommended Setting:	"Brown bag" discussion items Mess Deck training <i>DVD Required</i>
Recommended Time:	Dedicate 30 to 45 minutes to each vignette Vignette 1 – Video Running Time 20 minutes Vignette 2 – Video Running Time 25 minutes Vignette 3 – Video Running Time 25 minutes * * Wrap up video is 10 minutes in length and is recommended as an addition to the last vignette
Recommend Group Size:	Small groups with one facilitator Opportunity to recap with larger groups after initial discussions
Prerequisite Actions: the	Watch the DVD, recommend the facilitator preview DVD prior to the class.
Instructor Tips:	General Krulak's presentation does a great job of communicating the key principles covered in the leadership competencies. A short discussion after the video will facilitate the learning and link the key learning points to your unit. This presentation was given at the Coast Guard Academy and there are a couple of mentions of cadets, but nothing that deters from the overall presentation – it speaks as well to the BM1 or MK2 as it does to the Academy Cadet or new Officer Candidate.

Step 1 - Gain Attention and Recall Prior Knowledge

Event	Instructor Notes	Participant Activity
Kick off discussion	Ensure you have previewed the vignette prior to going to the crew. If the crew has already watched one vignette as a crew/unit, then facilitate the recall of the previous concepts discussed (selflessness, moral courage, or integrity) and tie that story in to the one you are about to watch.	For the first training session no input is required from the audience. If you have already watched a vignette or two you can ask the audience to recount the previous vignette and provide some details that will help set the stage for the next story.

Step 2 - Inform participants of the objectives

Event	Instructor Notes	Participant Activity
Facilitator led	Depending on the vignette you are about to watch prep the audience for the competencies you are going to cover and provide some insight into the story General Krulak will provide.	Receptive portion of discussion. Ensure clarity with the participants, make sure they understand where the “bus is headed.”

Step 3 - Present the Video and support the learning

Vignette #1 – Selflessness – “New Leader in a Foreign Land!”

Event	Instructor Notes	Participant Activity
Group Discussion	<p>Show the video, for the first video training session recommend you introduce General Krulak to the audience.</p> <p>General Krulak was one of the youngest Commandants of the Marine Corps. He served multiple tours in Viet Nam and is widely respected as a speaker on leadership topics. He was asked to speak at the Coast Guard Academy as the keynote speaker for their Ethics Forum in 2002. He is a dynamic speaker who we’re sure the audience will enjoy.</p> <p>Total video running time for this vignette is approx 20 minutes.</p> <p>This chapter fits best with the competencies of</p> <ul style="list-style-type: none">- Respect for Others and Diversity Management- Accountability and Responsibility <p>After the video, solicit input from the audience on the video and what they took away as the key learning points. Folks will immediately answer with “Selflessness” or “Selfless service.” Ask them to define what selfless service or selflessness means to them and their service at the unit.</p> <p>Ask the audience why do they think General Krulak stated that to be a “great husband, wife, friend, and leader you must be selfless?”</p> <p>Ask the audience about their thoughts and reactions to General Krulak’s comments about the color of the young soldier attacking the 50cal Machine Gun? Are there issues at your unit, in the Coast Guard or in your community where individuals are still getting caught up on the gender, race, rank of others and not serving selflessly?</p> <p>Engage the participants to provide examples of what you can do at your unit to instill, foster, or build upon the points provided by General Krulak.</p>	<p>Audience provides input to the questions posed by the facilitator.</p> <p>Provide open forum for a safe give and take of ideas on selflessness and the concept of selfless service.</p>

Step 3 (cont.)

Vignette 2 – Moral Courage – “The 1st Sergeant and PVC Cameron”

Event	Instructor Notes	Participant Activity
Group Discussion	<p>This chapter fits best with the competencies of:</p> <p>Team Building Taking Care of People</p> <p>Video running time is approximately 25 minutes</p> <p>Ensure you recall lessons from the first vignette regarding selflessness prior to launching into the movie.</p> <p>After the video solicit input from the audience on the video and what they saw as the key learning points. Folks will immediately answer with “Moral Courage.” Ask them to define moral courage in their own terms.</p> <p>Ask the audience about the actions of the 1st Sgt and Captain Krulak.</p> <ul style="list-style-type: none"> - Was Captain Krulak correct to care for a wounded crewmember? - Was the 1st Sgt out of line to gain the Captain’s attention in the manner he did? - In hindsight how should have Captain Krulak dealt with the injury to PVC Cameron? <p>General Krulak stated that moral courage becomes “...more and more important the more senior a leader you become.”</p> <ul style="list-style-type: none"> - Why is that? - What challenges do leaders face the more senior they become with regards to demonstrating moral courage? <p>Knowing what we know from General Krulak’s presentation, was there a problem with the relationship Captain Krulak developed with PVC Cameron?</p> <p>Engage the participants to provide examples of what you can do at your unit to instill, foster, or build upon the points provided by the General.</p>	<p>Audience provides input to the questions posed by the facilitator.</p> <p>Provide open forum for a safe give and take of ideas on selflessness and the concept of selfless service.</p>

Step 3 (cont.)

Vignette 3 – Integrity – “Captain Droudy’s Decision”

Event	Instructor Notes	Participant Activity
Group Discussion	<p>This chapter fits best with the competencies of :</p> <p>Aligning Values Personal Conduct</p> <p>Ensure you recall prior discussions on the first two vignettes on Selflessness and Moral Courage prior to launching into the movie.</p> <p>The last of the three vignettes that immediately roles into a short summation total running time for both parts is approximately 22 minutes. (lesson plan for the wrap up portion is provided on the next page)</p> <p>After the video solicit input from the audience on the video and what they saw as the key learning points. Folks will immediately answer with “Integrity.” Ask them to provide their own definition of integrity and define why its so important to hold on to your integrity.</p> <p>Was Captain Droudy correct to tell his boss he’d do it again if the mission required it?</p> <p>Was the Lieutenant Colonel correct to relieve him of his command?</p> <p>Ask the audience to define or explain why only the individual can give away his or her integrity?</p> <p>Why is integrity crucial to being a successful leader?</p> <p>Engage the participants to provide examples of how your unit can work to foster the concepts provided by the General in this presentation.</p>	<p>Audience provides input to the questions posed by the facilitator.</p> <p>Provide open forum for a safe give and take of ideas on selflessness and the concept of selfless service.</p>

Step 3 (cont.)

Summing it all up – Man or Woman of Character

Event	Instructor Notes	Participant Activity
Group Discussion	<p>This short 9-minute summary recounts the lessons taught throughout the video and is best presented along with Vignette 3.</p> <p>Ask a member of the audience to recount how General Krulak defines a man or woman of character: (answer)</p> <ul style="list-style-type: none">• Selflessness• Morale Courage• Possess integrity <p>In their own words ask members of the audience to provide their thoughts on why men and women will be great leaders if they possess these three things and are truly men and women of character?</p> <p>What does General Krulak mean when he states “Leaders are in the inspiration business?”</p> <p>In summation, ask the audience what are their one or two key take aways that they’ll remember from General Krulak’s presentation?</p>	<p>Audience provides input to the questions posed by the facilitator.</p> <p>Provide open forum for a safe give and take of ideas on selflessness and the concept of selfless service.</p>